



1416 Ninth Street, Suite 1155
Sacramento, California 95814

(916) 657-2666
FAX (916) 654-9780

Date: November 8, 1996

To: Bay-Delta Advisory Council

From: Lester A. Snow *sharon Snow for*
Executive Director

Re: Suggested Guidelines for BDAC Deliberations

At the last BDAC meeting on October 25th, several members asked CALFED Program staff to provide you with some suggested guidance for structuring BDAC deliberations. These proposed guidelines try to clarify the way we see BDAC working together to provide effective advice to the CALFED Program. The ground rules deal with some important procedural issues, as well as some logistical items. Taken together, we think these guidelines will help the meetings run more smoothly and produce more useful results. Please take a few minutes to read these over before the November 21st meeting. We will briefly discuss these ideas during our Welcome and Introduction item.

1. Representation and Participation: Consistent participation is strongly encouraged. BDAC members are asked to carefully review their packets, particularly with regard to policy questions framed to prepare for BDAC deliberations. In order to give CALFED the benefit of a range of views, BDAC members are encouraged to discuss policy issues under consideration with their organizational colleagues and constituents. BDAC members are also encouraged to report back to their colleagues and constituents on the progress of BDAC deliberations.

2. Structure of Agenda: In order to make the structure of BDAC meetings more efficient, two types of items will appear on the agenda.

Discussion/Review and Concurrence. For these items, a memorandum will be produced which spells out an issue and frames questions. Questions will be posed in ***bold italics***. This will create an opportunity to discuss the strengths and weaknesses of a particular approach. In some cases, CALFED staff may revise a description of a particular approach, and then bring it back to BDAC for concurrence.

Informational Item/Brief Status Report. For these items, Program staff will present information and create an opportunity for BDAC to pose questions or ask for clarifications. Some of these items may be very brief status reports; others may be longer presentations.

CALFED Agencies

California

The Resources Agency
Department of Fish and Game
Department of Water Resources
California Environmental Protection Agency
State Water Resources Control Board

Federal

Environmental Protection Agency
Department of the Interior
Fish and Wildlife Service
Bureau of Reclamation
Department of Commerce
National Marine Fisheries Service

The preparation and expectations for BDAC members vary with these two types of items. For the discussion items, Program staff will frame questions in advance, and BDAC members should come prepared to offer responses to those questions. For the informational items, BDAC members should consider what questions they might want to have answered.

3. Changes to the Agenda: BDAC members shall contact the Executive Director or the Chair prior to the meeting with any suggested changes to the agenda.

4. Information Sharing: BDAC should be a forum where the best, most current information is exchanged and used to inform policy deliberations. When BDAC members discuss policy issues, they should endeavor to support their statements by referencing studies, reports, or first-hand experience. BDAC members are asked to identify for CALFED staff the information they need to generate well-informed policy advice.

5. Interest-Based Deliberation: Rather than reiterating fixed positions, BDAC members are encouraged both to be clear about their own underlying interests and to articulate ideas that integrate the interests of the other organizations around the table.

6. Conduct of Discussions at BDAC Meetings: As the goal is to build agreement on appropriate approach, motions are not encouraged, as they can be divisive and force BDAC members into inappropriate choices. Rather than conducting business by making motions, the Chair and Co-Chair, along with the Executive Director, will sum up discussion as detailed below.

7. A Working Definition of Consensus: The manner in which BDAC operates is to move toward a sense of broad agreement on the elements of the CALFED Bay-Delta solution. BDAC members commit to working toward consensus in their deliberations. Consensus in this case does not mean that there are no differences of opinion. For the purpose of this effort, consensus refers to the highest level of agreement that can be reached without dividing the parties into factions. The result is that everyone in the group supports, agrees to, or at least can live with a particular decision. As part of this goal of building consensus, BDAC members are asked to clearly identify areas of agreement, and to work hard to narrow areas of disagreement. Where possible, the source of a disagreement should be clearly articulated, so that steps can be taken to close these gaps. Thus, while BDAC members cannot be compelled to agree on every single point, they are asked to commit to narrow the areas of disagreement through fact-finding and deliberation. In cases where there is a strong divergence of views, BDAC members are encouraged to state clearly how a proposed staff approach or policy recommendation might be amended to gain his or her support. In rare cases, after BDAC has extensively deliberated on a point, minority reports may be the only recourse to capture the concerns of a particular member.

8. Results of BDAC Deliberations: The results of BDAC deliberations may take the form of either concise written documents, amended to reflect BDAC discussions, or verbal "sense of the group," stated by the Chair or Co-Chair. These results will be reported back to CALFED staff through meeting summaries and staff briefings.